

DRAFT

10 March 1977

THE VALUE OF THE HUMAN RESOURCES COMMITTEE

During the past four years, the Human Resources Committee has provided the U.S. Government -- where nothing existed before --

- . a means by which departments and agencies engaged in the reporting of positive national intelligence and other information gathered by human sources can interact, cooperate and coordinate their activities.
- . a framework in which the use of human source collection efforts and resources can be planned, reviewed, evaluated and improved.
- . a mechanism through which guidance for human resources collectors and other reporters can be coordinated and articulated.
- . an activity in which overt information-gathering capabilities are made more effective, thus limiting more sensitive and costly clandestine collection efforts worldwide.
- . a beginning in the coordination of the national human resource intelligence collection effort with the other two collection disciplines, SIGINT and IMAGERY.

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- . a body to recommend or sponsor research and training at the national level so as to improve methods, techniques, procedures, and equipment that would increase the effectiveness and responsiveness of human source collection.
- . a forum in which the national human resource information-gathering intelligence collection effort can effectively interact with the production of national intelligence.

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Approved For Release 2005/02/14 : CIA-RDP79M00095A000100020002-0

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Approved For Release 2005/02/14 : CIA-RDP79M00095A000100020002-0

BACKGROUND

On 7 August 1970 Lt. Gen. D. V. Bennett, then DIA Director, made a proposal to DCI Helms to establish a USIB Committee on Human Resources. The DCI established an Ad Hoc Committee on Human Resources to make a study of the entire human source question, including the desirability of some sort of a committee. The report was sent to the DCI more than two years later, on 15 January 1973, in his capacity as USIB Chairman. On 26 January of that year, Mr. Helms created a USIB Human Sources Committee (HSC) that was given a mandate to function for one year, after which its performance and demonstrated usefulness would be assessed and a decision made on its continued existence. After careful consideration and with the acknowledgement of USIB, the USIB Chairman on 5 June 1974 established the HSC as a standing committee of USIB with broadened functions under DCID 1/17.

The notion that the Community should develop a means of systematically evaluating the quality of human source reporting was advanced by the DCI in the initial Letter of Instruction to the Chairman of the HRC. The DCI saw such a program as a means of permitting a constructive dialogue between himself, or other Community principals, and senior foreign affairs representatives overseas. The present FOCUS program is an outgrowth of this DCI charge.

SIGNIFICANT STATEMENTS

1. February 1973, PFIAB: "The DCI should establish a Human Intelligence Committee of the USIB." (Report on U.S. Human Source Intelligence)
2. 13 February 1973, DIA Director, Vice Admiral V.P. de Poix: "...I trust that the (human sources) committee may gradually evolve into a forum which would encompass the totality of HUMINT...." (Memo to Chairman, USIB)
3. 26 April 1974, DIA Acting Director, Lt. Gen. William E. Potts: "...I would like to express my satisfaction with the Committee's efforts. Judging by its performance and by the generally favorable comments from Defense participants, the Committee has successfully addressed areas where positive contributions could be made without becoming involved in unproductive issues. I believe that the HSC has already shown its usefulness and strongly endorse its transformation into a permanent USIB Committee." (Letter to DCI)
4. 17 May 1974, DCI Colby: "Mr. Colby opened the discussion (at the USIB meeting) by noting that it now looked as if the Committee could perform useful functions on a permanent basis." (USIB-M-669, 30 May 1974)
5. 26 November 1975, DCI Colby: "I have approved the recommendation of the Acting Chairman of the Human Sources Committee that the name of this Committee be changed to the Human Resources Committee ... to adopt terminology which reflects Committee initiatives in developing the government's foreign information-gathering capabilities beyond those of the traditional intelligence community agencies." (Memorandum for Holders of DCID 1/17)
6. 6 December 1975, DCI Colby: "I had the opportunity briefly today to discuss the reorganization of the HRC with Mr. Colby. The DCI perceived immediately the essentiality of an HRC substructure, and seems to feel that our approach is rational and realistic." (D/DCI/IC, memorandum to Deputy Chief, HRD)
7. 1 March 1976, Director INR, Harold H. Saunders: "Because of the need to give continuous and detailed interagency staff-level attention to problems within each of the three major collection areas (SIGINT, imagery, and human sources). I believe we need to continue something like (the three committees)." (Letter to DCI Bush)

8. 26 April 1976, Senate Select Committee to Study Governmental Operations with Respect to Intelligence Activities: "... the DCI's have recognized the difficulty of viewing human collection as a whole, since it comprises many disparate kinds of collectors, some of which are not even part of the intelligence community. ... DCI's, as Directors of the agency responsible for collecting intelligence clandestinely, resisted establishment of a permanent USIB committee to review human collection until 1974. It is not surprising, therefore, that the Human Resources Committee has only just begun to expand influence over human collection. the Committee has not defined a national system for establishing formal collection requirements for the various human intelligence agencies. In summary, the DCI does not have authority to manage any collection programs outside his own agency. The DCI only issues general guidance. President Ford's Executive Order does not change the DCI role in the management of intelligence collection activities. (Recommendation) "By statute, the DCI should be given responsibility and authority for establishing national intelligence requirements for the entire intelligence community." (Final Report -- Foreign and Military Intelligence, pages 86-7, 434)
9. 29 November 1976, Deputy Director CIA, E. H. Knoche: "I have read your report to NFIB on the FOCUS program and am terribly impressed by the progress that has been made by you and your colleagues on the HRC." (Letter to Chairman HRC)
10. 28 February 1977, Deputy Director INR, Roger Kirk: "The Department's experience to date with the FOCUS Review Program has been promising." (Memorandum to Chairman HRC)

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INTELLIGENCE COMMUNITY STAFF
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NOTE FOR:

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FROM:

[REDACTED]
C/OPEI/HRD

SUBJECT: PRM-11

I see that the "Part 3" of PRM-11 includes a reference to a critique of the DCI committee structure and that your memorandum on Task 2 dated March 8 also deals, in paragraph IV of the outline, with the DCI committees.

I have had the staff here prepare a brief statement of the background, accomplishments and utility of the Human Resources Committee and I attach a copy for your information.

Attachment

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INFORMATION

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